



#### "Team Work Did The Job . . ."

The "success story" of Goodyear-California is the story of team work — hard-driving, many-sided team work spurred by a vision, and inspired by a goal.

It is the team work of civic-minded leaders of the Los Angeles community working cooperatively and selflessly with our planners and production men, literally to *create* an industrial destiny for the community.

It is the team work of original investors who staked a portion of their possessions on their belief in us and our belief in ourselves— and thus made our founding in California possible.

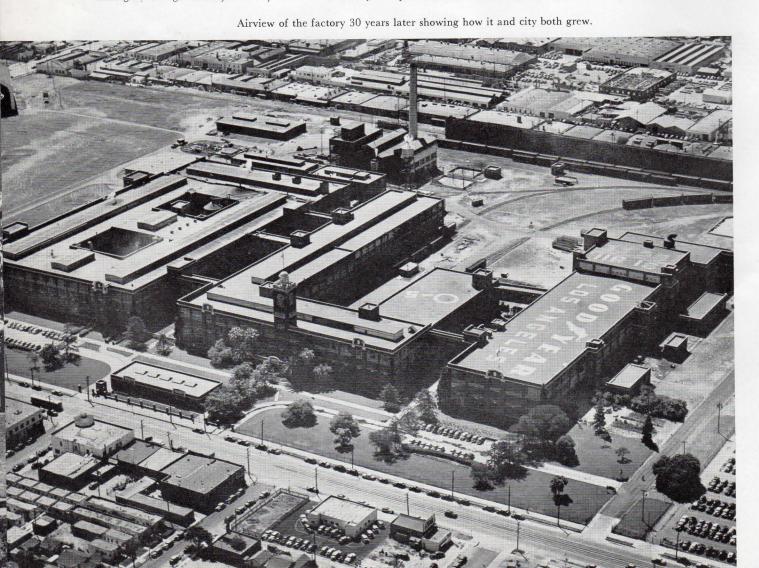
Lastly, and perhaps most importantly of all, it is the team work of our own organization — from the level of the vital production and office employees straight through to the top of the executive departments — that made possible our accomplishments of 30 years in California, of which we are justly proud.

Without this team work, the job could not have been done... Team work *did* the job. And so, on this grand occasion, our thanks go out to *all*. With our thanks goes a pledge. We will continue unceasingly to help, as members of the team, to make Los Angeles a finer, bigger, better place to live.

Chairman of the Board The Goodyear Tire & Rubber Company



Breaking ground for the California plant, July 21, 1919. Using shovel, P. W. Litchfield, then factory manager at parent plant; with pick, F. A. Seiberling, then president. Others in picture: left, H. W. O'Melveny, legal counsel, F. A. Steele, Division A superintendent; D. J. Koonce, assistant treasurer of the new company; George Bellis, Los Angeles branch sales manager; George Griffin, secretary to A. F. Osterloh, vice president and M. E. Morris, assistant general manager.





#### Spurred by a Vision . . . Inspired by a Goal

It's a long jump from a cauliflower patch amid the dust and debris of a city's outskirts, to the production of 50,000,000 tires in a minute-modern industrial plant. But The Goodyear Tire and Rubber Company of California made that jump in 30 years.

And, to see this typical American industrial beehive today — nestled neatly alongside other manufacturing centers in America's fourth largest city — one would think that its establishment at that location, three decades ago, was the most logical of all decisions.

But it was not that easy at the beginning of the 1920's. Los Angeles, then, was but a fair-sized city of half a million people. It bore but slight resemblance to the burgeoning west coast industrial center of today. There was little industry — no auto plants, no aircraft industry. Even the world-famed cinema industry had not yet blossomed under its sunshine. Famous landmarks of today — Hollywood Bowl, the Public Library — the City Hall — were yet but dreams in the minds of far-sighted men.

But Los Angeles promised much to Goodyear's planners. They saw in the city a natural location, not only for their own industry, but others. They admired the civic drive that brought an adequate water supply 300 miles through the mountains, that established Los

Angeles Harbor. They envisioned the full flowering of Los Angeles as the Queen City of the West, and an ever-growing market for goods, in this — the fastest-growing section of the country.

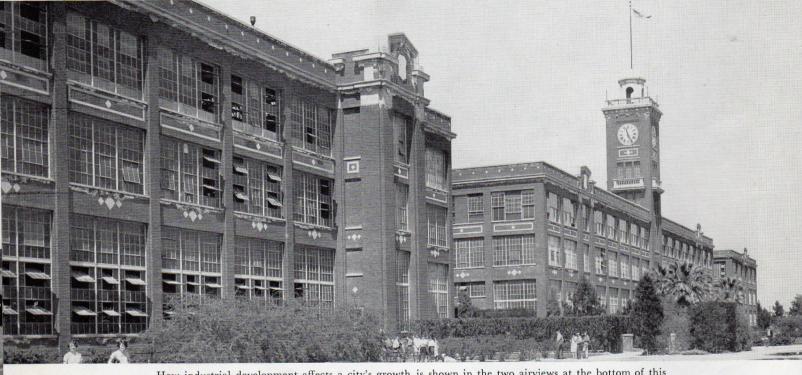
It was no easy decision — nor a quick one. After all, this was to be the *first* Goodyear domestic plant outside of Akron. Many favorable factors helped to make the decision: the economies of manufacturing close to the west coast market; similar economies in over-ocean shipping of imported raw materials, the manifest spirit of the people of Los Angeles, their zeal, their hospitality, their drive.

But once the decision was made, action followed fast. A huge tract was acquired on the city's outskirts. A \$20,000,000 stock issue was subscribed. Ground was broken — in a cauliflower patch, near the old Ascot Park speedway. The structures—a rubber plant with a capacity for 7,500 tires a day, a cotton plant with a capacity of 75,000 pounds cord fabric, an equal amount of woven fabric, weekly — were hustled to completion.

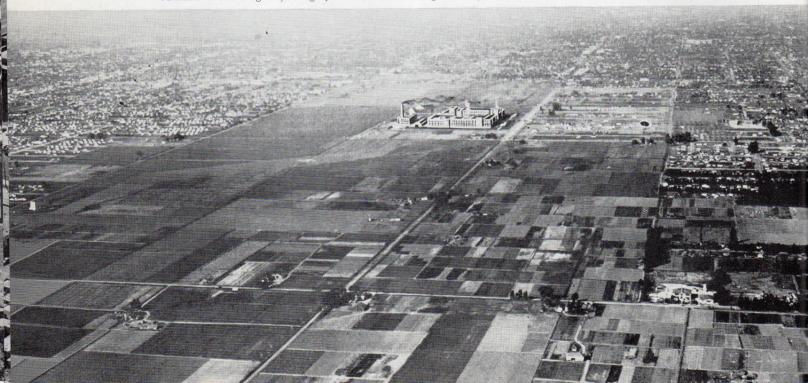
Then on June 14, 1920, amid ceremonies appropriate to the occasion in this bell-wether rubber plant of the West, the first tire built by Goodyear-California was plucked from the mold.



Eight months after the ground breaking this is how the plant looked viewed from Central Avenue, showing progress of the rubber mill, warehouse and cotton mill buildings. Below as it looks today.



How industrial development affects a city's growth is shown in the two airviews at the bottom of this and the next page. Below: the photo made in June, 1920, just after the plant was completed on the outskirts of Los Angeles; at right, how the surrounding territory had built up and filled in the area.



## The Growing Years . . . for the City of Los Angeles, and for Goodyear-California

In the ten years that followed establishment of The Goodyear Tire and Rubber Company of California, Los Angeles grew from a city of half a million people, to a thriving, challenging metropolitan center of one and one-half millions.

And although the Goodyear plant was built well beyond the 1920 limits of the city, its chain-reacting growth carried it far beyond the Goodyear site—centered that site in a new manufacturing hub.

But this was only the beginning! The next 20 years were to see metropolitan Los Angeles grow to more than two million population — to become the nation's second largest producer of rubber products, as other major rubber companies followed Goodyear west.

And Goodyear-California matched that progress. From its plant, built to produce 7,500 tires per day, there poured out, in 1929, a one-day's peak output of 13,000 tires! Tonnage in 30 years, has increased 550 per cent over the original plant capacity. The "L.A." — by which Los Angeles is familiarly known — could well stand for "Little Akron," as far as this community's importance to the rubber-consuming world is concerned.

Today, rubber manufacture in Los Angeles, and the automotive and aircraft industries it serves, have helped make the City of the Angels a new industrial frontier in industrial America.

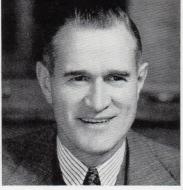


More than one-fourth of the way toward production of this year's 50 millionth tire was marked by Tire No. 13,000,000. That was in 1929. E. J. Thomas, superintendent; J. K. Hough, sales manager; John W. Mapel and P. W. Litchfield.

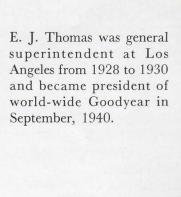




Cliff Slusser, general superintendent, when plant started in 1920-21. A Goodyear vice president in 1936. (Deceased).



Harry E. Blythe, general superintendent from 1921 to 1928. He was a Goodyear-California vice president, 1926.





Leroy Tomkinson, general superintendent from 1930-1932. Has been general superintendent Akron plant since 1937.

Frank A. Steele, California Di-

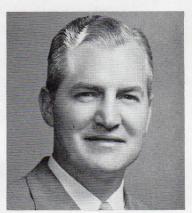
vision superintendent 1911 to

1928; plant superintendent 1939

to 1950. (Retired).



William H. Fleming, fifth superintendent from 1932 to 1939. Now heads company's merchandise and materials control.



Robert W. Maney, superintendent at Goodyear-California today. Former Plant II superintendent at Akron.

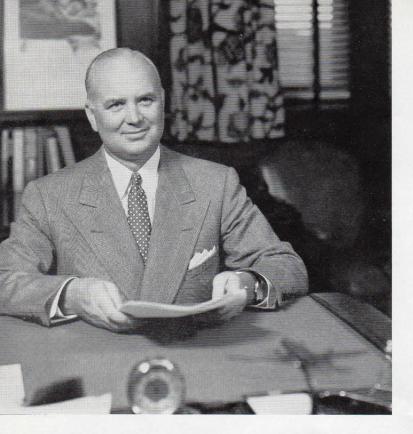
### Proving Ground for Men

Establishment of Goodyear-California gave the company not only a new and vital production front, it provided also an unexcelled training and proving ground for the men who were to man its most important posts.

This has been true consistently through the three decades since the founding of the plant. Cliff Slusser . . . Harry Blythe . . . Eddie Thomas . . . Leroy Tomkinson . . . W. H. Fleming . . . Frank Steele . . . Robert W. Maney — these have been the successive superintendents of the plant. Of the group, the most distinguished example of the principle that "you learn in Los Angeles," has been E. J. Thomas, who went on from his California superintendency in the years 1928-30 to become vice president, then president of the world-wide Goodyear Tire & Rubber Company.

These top executives at Goodyear-California were aided ably by associates who, likewise, found in the California plant — on a smaller scale — the materials, processes, methods and know-how of the parent com-





pany at Akron. The smaller size of the operation gave them a closer look — helped them learn more quickly. Yet California was sufficiently close to Akron that their work could be appraised — and their respective talents evaluated against the challenge of bigger jobs.

On the sales front, too, the training ground principle worked out in practice. The plant was given, as its market 11 western states, Hawaii and Alaska. Responsibility for management of the sales operation was held successively by A. F. Osterloh, John W. Mapel, J. K. Hough, W. A. Hazlett, J. E. Mayl, and — at present — D. W. Sanford.

Happy in their California environment, Goodyear executives aligned themselves closely with civic affairs in Los Angeles. This fact, too, was evident from the beginning. A. F. Osterloh and J. E. Mayl, Goodyear-Los Angeles vice presidents of previous years, also served as vice presidents of the Los Angeles Chamber of Commerce. Mr. Sanford is currently a member of the Chamber's Board of Directors.



A. F. Osterloh, vice president and general manager of the sales company was a well-known civic figure 1919-26 (Deceased).



John W. Mapel, who succeeded Mr. Osterloh in 1926, directed California sales until his death in 1933.



John K. Hough, manager of automobile tires in Los Angeles in 1919, in charge of sales 1926-34. Now advertising director.



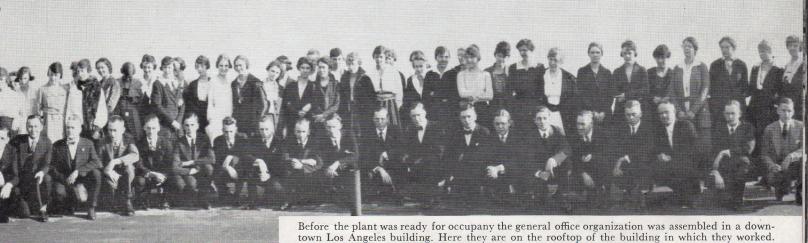
W. A. Hazlett, manager Western Division in charge of California sales 1934-37, now managing director Goodyear-England.



J. E. Mayl was vice president of the California company in 1937 and was here until 1944. Now in Akron as vice president and sales coordinator.



Dent W. Sanford, vice president, succeeded Mr. Mayl and has headed Goodyear-California since that time.





One year after the plant had been in operation these men, J. K. Hough, Auto Tire Sales manager; H. A. Price, branch manager, Los Angeles; J. R. Reilly, sales manager; A. F. Osterloh, vice president and general manager; C. E. Cannon, personnel manager; Cliff Slusser, general superintendent; G. H. Barmore, manager, Mechanical Goods Sales, and J. X. Kennelly, advertising manager, posed with the first tire and Tire No. 345,012 produced June 14, 1921.

#### Production - and Los Angeles - Go Soaring Together

As the population of Los Angeles grew, and the limits of the city raced beyond old landmarks on every side, so grew the production of Goodyear-California . . . almost in direct proportion.

The plant, at the outset in 1920, had been scaled for an output of 20,000,000 tons of all products yearly. Owing to the depression of 1920-21, this "peak" was not reached until the 1923-24 span.

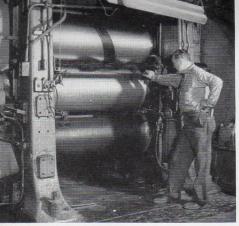
Today, without elaborate or extensive additions to productive space, the capacity of the plant has been increased to an annual figure of 110,000,000 tons! The "peak" envisioned by the planners of Goodyear-California has been exceeded five and one-half times!

There were many reasons, of course. The unit size of tires was greater, for one thing. Other products had been added to the line. And development of new methods and processes, plus a vast increase in personal and technical know-how, helped spell out this produc-

tion total which would have been regarded as a staggering impossibility in 1920.

Tires and tubes — chief products of the founding years — still are the No. 1 products at the plant. And this 30th anniversary marks, significantly, the production of the 50,000,000th tire. The plant also produces hand-made rubber hose, floor mats for cars and trucks, tank linings and molded rubber goods — and soon will produce that amazing boon to personal comfort today — Airfoam.

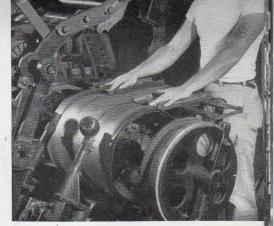
From its parent plant at Akron, Goodyear-California learned its production lessons well. And in return, it provided Akron with a living, growing example of plant development in action. By adopting and adapting Akron methods on a small scale, and in a different environment, it provided excellent laboratory material for the planning of further expansion in other areas.



C. E. Arnell at fabric calender shows one of nine steps picturing tire making; here rubber joins fabric in one of first steps.



Walter F. Roberts and J. Thompson prepare calendered stock, cutting to proper length, making it ready for the tire builders.



Harry J. Holmes applies the first of a series of plies of passenger tire building stock to collapsible drum.



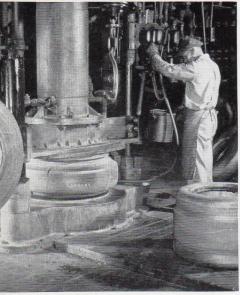
Tire Builder J. W. Moore "stitching down" plies in the building operation of tire for big highway truck.



Tires' treads are made by machine and then cut to proper length. Robert W. Puckett checks stock for correct width.



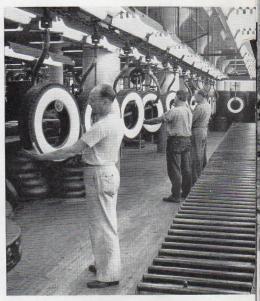
J. W. Moore applying tread to tire as casing nears completion in course of tire construction.



C. E. Englebright applies airbag in truck tire and shapes it with hydraulic press, ready for curing in the molds.



Ezra Ellsworth gets mold containing tire ready for transfer into the pit where it is cured or vulcanized.



Final inspection, H. R. Anderson, Charles F. Grubbs and T. B. Howell, examine finished tires as they pass along conveyor line.



Majority of employees who have 30 years' or more service with the company meet the cameraman at the front entrance of the plant.

#### Among the activities in which employees participate are baseball with leagues made up of various plant departments.

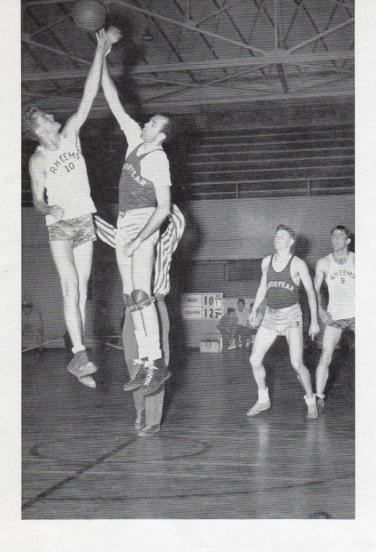


#### California Workers

At the outset, when Akron men moved to California to set up and operate the plant, they took with them a small nucleus of trained workers whose skill would be useful in training others. But the overwhelming bulk of the working force was recruited from California. And down through the years, Californians have continued to man the plant.

Today, more than 2,500 Los Angeles men and women earn their livelihood here — contributing in a fully proportionate degree the teamwork that has made the plant the outstanding success that it is.

The Goodyear policy always has been to hire the best workers available, to provide the best in working conditions, and to pay well for work done. Evidence of the success of this principle is the fact that of all Goodyear employees, more than 1,000 have been with the company more than five years. Of those 173 have





been employed more than 25 years, 70 more than 30 years, 10 more than 35 years, and two more than 40 years.

Employees participate in a group health insurance plan covering hospital and surgical care. Each employee is covered by a life insurance policy, amount based on annual earnings, for which the company pays the cost. A retirement plan, for which the company pays, is provided employees also. Employee participation in recreational activity is encouraged fully. An Employees Activities Committee supervises such recreational pursuit through a well-organized, 15-point program. Proper recreation for employees was a prime thought with the plant's founders, who provided an extensive athletic field adjoining the plant.

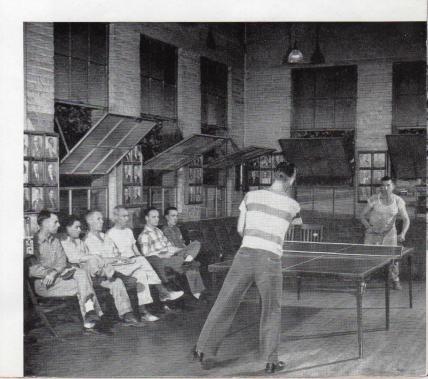
At the plant, at present, nearly 500 veterans of World War II are employed.



In the basketball season, Goodyear has a team that represents the company providing increased interest for employees in the games.

Table tennis competition brings many a worthy contender to engage in the pastime, as well as those who come only to watch.

The annual Christmas party for the youngsters of Goodyear employees is an eagerly looked for occasion in California as in all Goodyear plants. Toys and candy make it a popular event.



#### Golden Flood for the Golden State



Typical of the dealers who make available to the motoring public the tires produced at the California factory is the Hollywood Tire Shop, Wilcox Ave. and Sunset Blvd., Hollywood, Calif.



In petroleum, cotton and steel, California is an important producer. During 1949, Los Angeles petroleum output was 92,000,000 barrels; that year cotton crop was gathered from 958,000 acres; and the steel output chart shows an upcurve.



Goodyear's coming to California 30 years ago not only helped stimulate an industrial migration west, it also aided directly a host of existing enterprises in the Golden State.

The company promised to draw on the West for its materials and supplies, as far as possible. It kept this promise enthusiastically, as it captured the spirit of the full-flowering western community and tied its destiny with that of its neighbors.

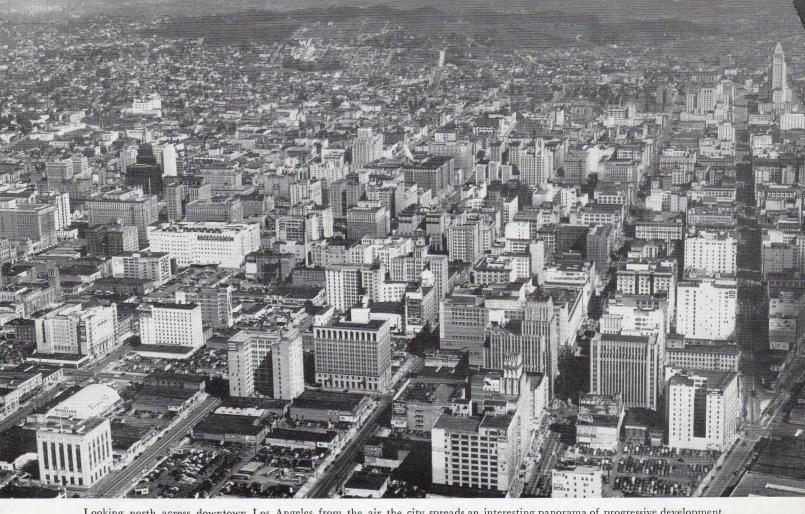
The plant's raw rubber, of course, came from Sumatra. But cotton grown in Arizona and California was used — and Goodyear, almost immediately, became the largest cotton consumer west of the Rocky Mountains. Sulphur came from Texas, through plants in California. California soapstone, needed for the manufacturing process, was used. Carbon black from Texas, Wyoming and Montana, likewise. Mineral rubber was developed from California petroleum. And new machine shops sprang up throughout Southern California, as Goodyear's need for steel units — cores, molds, beads — grew with its growing production.

Eight years after Goodyear's migration to the coast, three other major rubber companies had followed. Jointly, they made Los Angeles the nation's second largest producer of tires and tubes, with a multi-million dollar annual output.

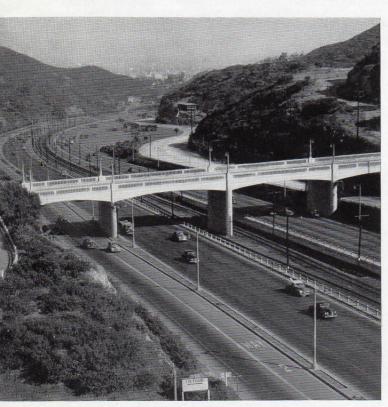
In its three decades, Goodyear has poured into the Los Angeles commonwealth, in wages and salaries, a total of more than \$125,000,000. That's nearly one-eighth of a billion dollars turned directly into the channels of trade, to buy food, shelter and clothing and a host of services of every kind — to help keep business of all kinds prosperous, to help keep employment high, to help keep goods in motion. Goodyear's current payroll in Los Angeles is rolling at the rate of \$11,000,000 yearly.

In addition, Goodyear dollars reach some 300 suppliers in the Los Angeles area, who serve the plant with commodities varying in range from a bottle of milk, to steel plating for floors.

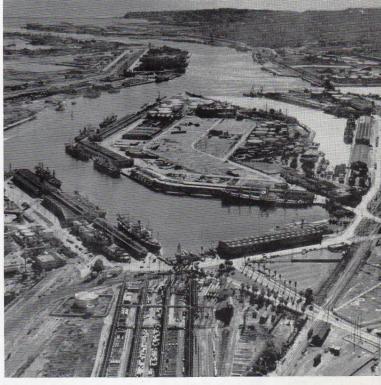




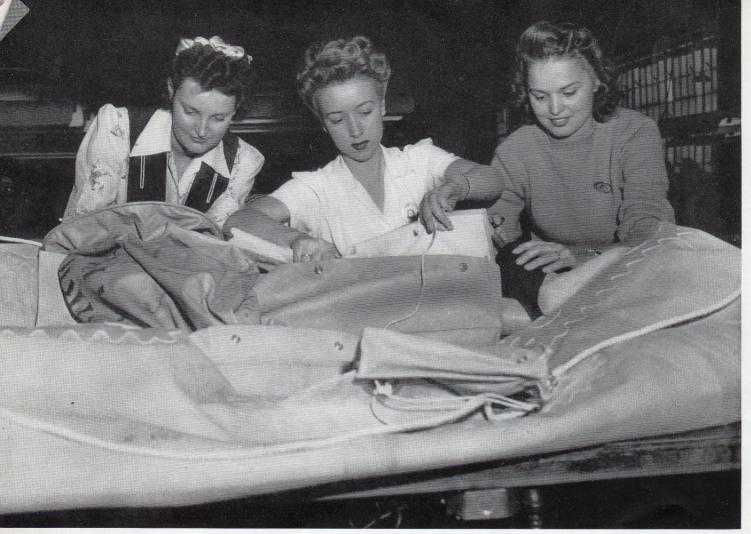
Looking north across downtown Los Angeles from the air the city spreads an interesting panorama of progressive development.



Because Los Angeles County has the largest motor vehicle registration of any county in the United States, its freeways, highways, over-and-under passes are modern, constantly being improved.



Over the wharves of the Port of Los Angeles come and go many a finished product and much raw material. Natural rubber is one of the important imports.



Dorothy Clark, Loraine Paulson and Elizabeth Hawthorne, workers in the California plant during World War II, were among those who turned out thousands of rubber life boats used by American fliers 'round the world.

#### The War Years...and Synthetic Rubber

The coming of World War II found Goodyear ready. Not a moment was lost. The entire plant organization was thrown wholly, completely, unreservedly into the battle. Subsidiary plants were given assignments — which changed with the course of the war, and its demand for a host of rubber products of different kinds.

California's original assignment called for production of bullet-seal fuel cells for combat aircraft, and barrage balloons. Gas masks were added — and such dramatic life-saving items as rubber boats and Mae West life preservers. The rubber boat, for years more or less of a plaything for sportsmen, assumed a towering, heroic stature with the rescue of scores of downed aviators. Of these, the most dramatic perhaps was the saga of Eddie Rickenbacker and six associates, saved

after a 21-day torture for survival on the surface of the sun-scorched Pacific.

Rickenbacker paid his grateful thanks to workers of Goodyear-California for the rubber boat that saved his life.

The great demand for synthetic rubber — with world supplies of latex cut off and military rubber needs rising enormously — made immediate construction and operation of synthetic plants urgent. In California, at Torrance, Goodyear built and operated for the government a 60,000 ton plant — one of its team of three, with others at Akron and Houston.

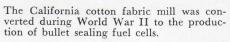
In direct war production, and in such war-supporting activities as blood bank donation drives and war savings bond campaigns, the workers wrote a memorable chapter in the history of Goodyear-California.



Goodyear is a pioneer in man-made rubber which has contributed greatly to the country's economic welfare and security. Here is the 100-millionth pound of synthetic rubber produced in the Goodyear-operated, government-owned synthetic rubber plant at Torrance.



Gas mask conveyor line, where during the war, the masks were trimmed, checked and went on for inspection by the Chemical Warfare section.









# PONY BLIMP

Ruth Roland, Pathe film serials star, entering Goodyear Pony Blimp car nearly 30 years ago for her first flight. Assisting her was P. K. Coe, then in Aeronautical Sales, now in Manufacturers Sales for Goodyear, Detroit.



#### Airships in the California Sky

No story of *any* Goodyear plant would be complete without reference to its activities in aeronautical pursuit, to which Goodyear has contributed so much.

In the earliest days of its history, before the West's rendezvous with destiny in the air became apparent, Goodyear-California built a basis for later developments. The famed "Pony Blimp" was sent to Los Angeles, and assembled at a small wooden airship dock south of the plant, before the plant structure was completed. It gave the West an interesting demonstration of the possibilities of lighter-than-air craft as it started the first American airship passenger line, between Los Angeles and Catalina Island; as it went shark fishing, went exploring. Finally it went into the movies — purchased for use in the picture, "Custer's Last Fight."

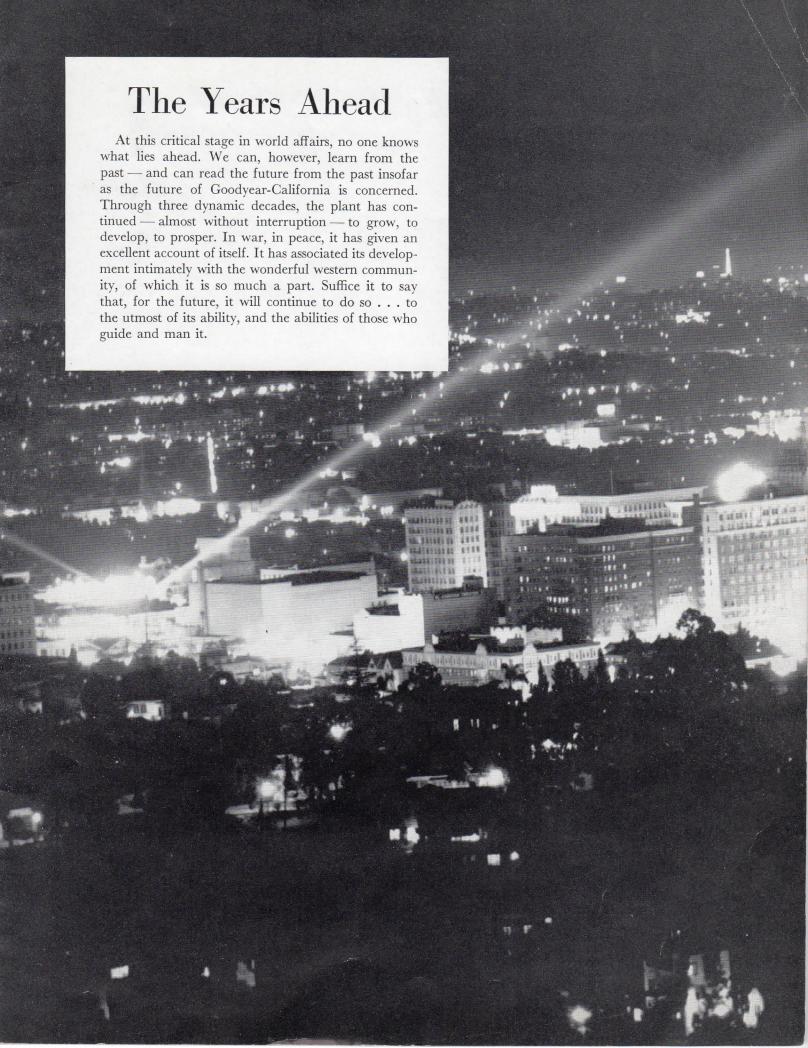
In 1929, a much larger ship, the Volunteer, was assigned to the plant, and a larger airship dock was built to accommodate it. The Volunteer became a familiar sight in the California sky — appearing at Rose Bowl games, the Olympic games of 1932, and other great crowd events, doing its part to spread the fame of Goodyear-California.

At the outset of World War II, all Goodyear blimps, including those in California — and the personnel to operate them, went directly to war — helping guard the Pacific coast against the submarine menace. They also participated in spectacular air-sea rescues.

Tires transported by blimp from the Goodyear factory to the home of Douglas Fairbanks, were the first five Goodyear cord tires made in Los Angeles.

> During World War II, Goodyear-built blimps in Navy service, patroled America's coastlines. Here are eight in flight over a California area.





# GOOD YEAR THE GREATEST NAME IN RUBBER

